ARMY LOGISTICS

Delivering Materiel Readiness to the Army

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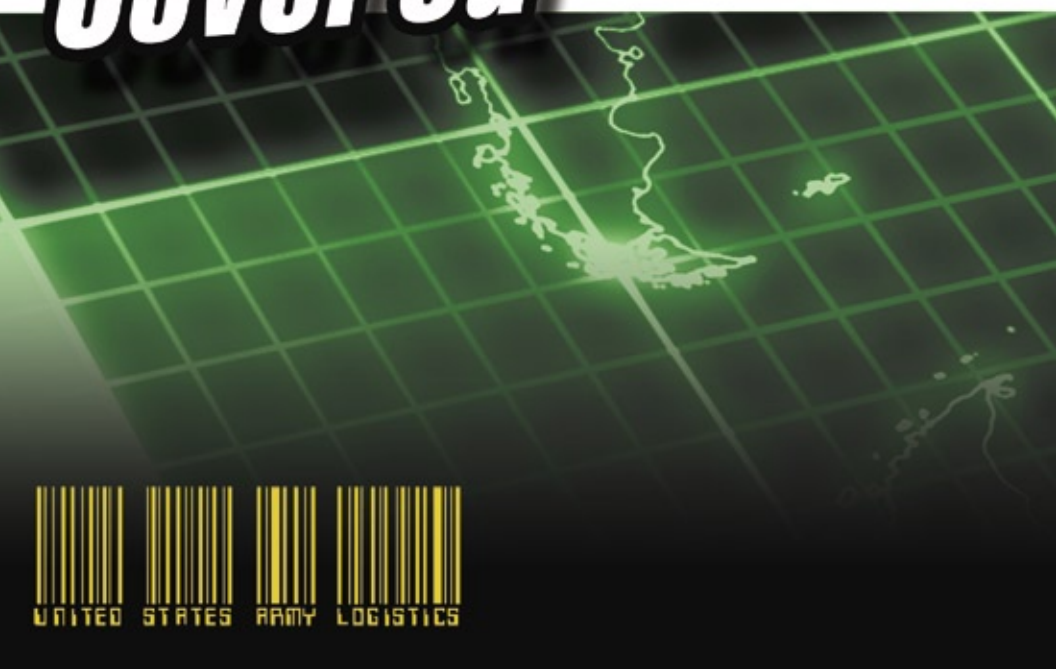

UNITED STATES ARMY LOGISTICS

Army Logisticians

I will:

- Always place the mission first.
- Never accept defeat.
- Never quit.
- Never leave a fallen comrade.

Delivering Materiel Readiness

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UNITED STATES ARMY LOGISTICS

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Sustaining a Campaign Quality Army with Joint and Expeditionary Capabilities

Introduction

The Army G-4 is fully engaged in supporting our Army at war and the ongoing comprehensive transformation of our forces. As the structure of Army forces is modified to meet the new demands of a changing battlefield, support to those forces is also being transformed.

We in the G-4 are focusing on creating a network-enhanced, distribution-based supply system capable of providing rapidly responsive and flexible support to a joint and expeditionary force. Our number one priority is making sure Soldiers get what they need to fight and win.

Dedicated to supporting the joint and expeditionary force, Army logistics is creating solutions for today's and tomorrow's warfighter. The Current Force must adapt to a changing enemy and fight decisively against any threat. The challenge is to enhance our current capabilities while transforming Army logistics for tomorrow. We will accomplish this vital task by focusing our efforts on clear objectives to address the logistics problems encountered during Operations Iraqi and Enduring Freedom, many of which were similar to those experienced during Operations Desert Shield and Storm. To provide optimal support for our Soldiers, Army logistics is concentrating on four focus areas: Connect Army Logisticians, Modernize Theater Distribution, Improve Force Reception and Integrate the Supply Chain. These four focus areas capture the full spectrum of Army Logistics. The bottom line: finding better ways of doing business in these four areas guarantees materiel readiness for the men and women who defend our great nation.

Connect Army Logisticians

The First 18 Months

Army Logistics is changing to support the expeditionary force operating across a non-linear, non-contiguous battlefield. The Connect the Logistician initiative is the linchpin of a distribution-based logistics system coupled with an integrated supply chain that will have the speed and precision to support the expeditionary Army. As a major part of this initiative, four units undergoing modularity and their Brigade Combat Teams are now using the new Combat Service Support Very Small Aperture Terminal (CSS VSAT) satellite communications systems. Feedback from units in Iraq and from sustainment operations at the National Training Center (NTC) provides clear testimony on the positive impacts of Connect the Logistician.

3rd Infantry Division Soldier Comments:

"We can jump to a new location and set CSS VSAT up and be hot in 20 minutes - even on a bad day… With the auto-point feature, once you turn on antenna power, it does everything on its own." ***SFC Nixon Camper***

"It (the CSS VSAT) makes our job 100 percent easier. It's user friendly. I'm not a real computer guru, but I don't have to be with the CSS VSAT." ***SGT Scott Sallis***

"It was the best system I ever saw at NTC; it worked great in giving us status of parts requisitions." ***SGT 1st Class Dale Carlse***

The Connect the Logisticians initiative is executing an integrated strategy centered around four high-payoff tasks designed to dramatically improve the Army's ability to:

- Calculate requirements accurately
- Tell suppliers what Soldiers want or need
- Know that suppliers received the requisitions
- See progress in the fulfillment of the requisition
- See the location of supplies in the pipeline
- Communicate with suppliers/customers to prioritize shipments or to take other actions

Task #1 - Connect Critical Logistics Nodes

"You talk to these Soldiers, they say VSAT is a lifesaver… We need VSAT, we can't be dropping disks, going out on the road."
Ronald Saxton, CFLCC C4

The inability of our automated systems to provide accurate and actionable data creates problems in decision-making and in prioritizing work. Today, commercial satellite technology is solving this problem. There is a direct relationship between the accuracy of information and the availability of data communications.

Satellite networks provide unmatched reliability with fewer potential points of failure than terrestrial solutions. Networks empower logisticians with a native capability to support military operations anytime, anywhere in the world. The Connect the Logistician initiative is creating solutions by connecting critical logistics nodes (tactical warehouses, ammunition supply points, hospitals, distribution hubs, forward support companies, etc.) using VSAT for long-distance communications coupled with wireless Combat Service Support Automated Information System Interface (CAISI) equipment to provide local area network connectivity. As part of the Connect the Logistician initiative, the Army is fielding approximately 900 commercial VSAT terminals and implementing relatively simple changes to doctrine and training in conjunction with the conversion to modular forces.

Task #2 - Implement Movement Tracking System (MTS) "Good Enough"

The Movement Tracking System is a mobile satellite, two-way text messaging, and position navigation system that provides in-transit visibility and communications with logistics convoys. As part of the Connect the Logistician initiative, a "Good Enough" fielding strategy has accelerated the process -- providing a minimum level of MTS across the entire Army with an acceptable level of risk while enabling a standard template for movement tracking across the Army. Over 4,500 MTS systems are in operation in Southwest Asia. Each system provides crucial visibility on materiel and distribution in theater. Simultaneously, new computers in the MTS program provide greater reliability in extreme environmental conditions. The new equipment offers Soldier-friendly interfaces and enables the collection of Radio Frequency Identification (RFID) tag data from cargo aboard MTS-equipped trucks. MTS remains a vital link in ensuring the Army consistently delivers in-transit visibility, controls logistics assets, and performs vital distribution management functions worldwide.

Task #3 - Field the Battle Command Sustainment Support System (BCS3)

The Battle Command Sustainment Support System is the Army's command and control data warehouse for logistics. BCS3 provides an automated, graphical view of the battlefield. It shows logistics positioning of supplies and tracks convoys. BCS3 is the Army's portion of the Joint Logistics Common Operational Picture (LCOP) and provides the initial capability of Global Combat Support System (GCSS), the joint program for logistics automation and decision support. BCS3 ties together information from over 900 disparate Army logistics and in-transit visibility systems and other fragmented data sources. It is a decision support system that enables the key principles underlying distribution-based logistics: velocity over mass; centralized management with decentralized execution, multi-nodal/multi-modal execution; maximum throughput; minimum essential stockpiling; seamless two-way flow of resources; in-transit visibility of materiel; and near real-time Combat Service Support (CSS) situational understanding.

Task #4 - Upgrade the Standard Army Retail Supply System (SARSS) with Native Radio Frequency Identification (RFID) Capabilities

The SARSS family of systems is the backbone of the Army supply chain. As part of the Connect the Logistician initiative, we have designed the SARSS to read RFID tags that mark materiel in-transit. This eliminates the visibility gap between distribution and supply chain "end-points" and allows logisticians to know exactly when and where materiel arrives for issue to customers. SARSS will also write tags, providing reverse supply chain visibility, to rapidly send reparable items back to our national providers. Equipping SARSS with this capability Army-wide ensures Soldiers get what they need to succeed in missions while improving the Army's ability to make accurate decisions about the supply chain.

Summary

"It's working! The Division received VSATs, CAISI and BCS3 computers. We have them in the field and are using them right now. We have demonstrated the capabilities of the systems to the CG and he loves it …Over the course of the next few weeks we will establish the entire network, linking ULLS, SAMS and SARSS and begin using it exclusively, in garrison and the field, so that Soldiers are trained and comfortable with the system." ***MAJ(P) Todd Heussner, SPO, 4th Infantry Division***

Modernize Theater Distribution

Today's operating environment demands a distribution-based sustainment system: a system that delivers rapid and precise support when it is needed. An effective distribution system must guarantee delivery on time, every time. To accomplish this mission, the Army is transforming its structure to:

- Provide total situational awareness
- Provide modernized delivery platforms
- Provide an integrated distribution process

Situational Awareness

Assured 24/7 communications, shared distribution information across the enterprise, and reliable deployed communications and tracking capabilities embedded into distribution platforms are essential to modernizing theater distribution. An example of an embedded capability is the Movement Tracking System (MTS). This is a vehicle mounted, satellite-based, two-way text messaging and position navigation system that provides a communication, command and control, global positioning and tracking capability throughout the tactical surface distribution system, from the theater level to the individual driver. Armed with this technology, movements can be tracked and diverted en route to meet changing requirements. Today's objective is to put one MTS in every five tactical distribution vehicles, one in every two military police vehicles, one in every two movement control team vehicles, one in every combat service support company level command and control vehicle, and one in every ground ambulance. This fielding ensures every distribution convoy leader, all critical mission platforms, and any platform that controls vehicle movement on the battlefield is equipped to connect to command and control elements from anywhere on the battlefield.

An integrated information system is key to providing shared, end-to-end, real-time visibility of what is in and what is moving through the distribution pipeline. The Army is using Radio Frequency Identification (RFID) tagging and standardized data fields to provide source data for visibility. Department of Defense components must now ensure that all consolidated shipments, including retrograde, moving to, from, or between overseas locations are properly tagged. The Army is improving

its capabilities by fielding a RFID that can read and write as part of the Standard Army Retail Supply System (SARSS). SARSS is the backbone of the Army supply chain and currently serves as the final node in the distribution pipeline. Equipping SARSS with RFID capability Army-wide will increase the accuracy of in-transit visibility to the brigade area. Providing global end-to-end visibility is the best way to gain customer confidence and eliminate duplication of effort.

Modernized Delivery Platforms

Today's trucks will sustain tomorrow's Army; however, the Army must continually modernize its delivery platforms. To begin this modernization, logisticians are focused on four essential capabilities: (1) improved vehicle and crew connectivit; (2) improved crew/operator protection; (3) enhanced maintainability, and (4) reduced operating costs. The Tactical Wheeled Vehicle (TWV) strategy for the Army strikes a balance between new procurement and cyclic refurbishment while leveraging the spiral insertion of new technologies as vehicles are refurbished. This strategy recognizes that the Army will operate its current TWV fleet through the next several decades and vehicles must go through a refurbishment several times over their lifetime. The initial steps to implement the TWV strategy have begun; this includes partial fleet upgrades, limited vehicle rebuilds, accelerated elimination of some older fleets, and increased new vehicle procurement. Additionally, the Army's transition to a modular force will increase the TWV fleet requirements by approximately 40,000 trucks. The increased requirements are compounded by the battle losses from the Global War on Terrorism. The Army has funded the refurbishment of 24,000 TWVs through fiscal year 2011 and supports research and development for the future tactical truck system, but this is not enough. Currently, there are not enough TWVs to support the modular Army. Annual assessments of TWV capabilities against requirements and adequate funding are essential to ensuring necessary TWV capability is available to support the future force.

As the end-to-end strategic distribution process transforms, the Army remains focused on modernizing sustainment packaging to allow for rapid inter-modal transfer of supplies with minimal repackaging requirements. The Joint Multi-use Inter-modal Container (JMIDS) is an example of such a packaging initiative.

As the Army focuses on innovative solutions to complex delivery problems (such as re-supplying remote special operations forces), new air delivery technologies are being tested as potential solutions. For example, the Integrated Logistics Air Resupply (ILAR) system delivers a previously unattainable accuracy to air delivery platforms which, in turn, reduces the burden on ground convoys.

Integrated Distribution Process

The Army is working in concert with the Distribution Process Owner (DPO), the United States Transportation Command (USTRANSCOM), to integrate future support concepts to shift focus from joint capable to joint interdependent forces. To achieve joint interdependencies in distribution, the Army is focusing on two main concepts:

- "At execution," unit deployments are just another distribution event - deployment of units should be considered "associated shipments with coordinated delivery schedules"
- Theater Distribution is the final leg of the DPO Strategic Distribution System -- Army will integrate with the DPO through the Surface Deployment and Distribution Command (SDDC) to provide the Theater Distribution portion of the process

Creating joint interdependencies allows the Army to integrate its processes, structure, equipment, training, and IT systems with the DPO to provide comprehensive theater distribution support as part of the DPO's solution for the warfighter.

Summary

The Modernize Theater Distribution initiative continues to focus on creating situational awareness, modernizing delivery platforms, and integrating our theater distribution process with the DPO. Our distribution system must change if we expect to effectively support a joint and expeditionary Army on tomorrow's battlefield. These initiatives will succeed with the integration and support of the entire Department of Defense distribution community and its commercial partners. A truly joint interdependent distribution system must be established to ensure joint force commanders have the support they need to fight and win.

Improve Force Reception

Improving force reception is the most critical operational task needed to open a theater. When Army forces deployed to Iraq, the Army did not have an organization designed, trained and equipped to integrate force reception functions. As a result, critical force reception capabilities were often missing. For example, during the force build-up in Kuwait, the Third Infantry Division had to perform key functions to support force reception operations. Infantry Soldiers tracked flights, linked Soldiers up with their baggage, and coordinated buses to move Soldiers from the aerial port of debarkation to the tactical assembly area. Executing reception tasks interfered with the division's ability to effectively train and prepare for combat operations. Tomorrow's expeditionary force cannot afford to improvise force reception operations.

To effectively open a theater, the Army must have a force reception organization to perform all of the following critical functions:

- Serve as the single operational level sustainment command and control element. Serve as the Joint Theater Logistics Headquarters, if necessary.
- Provide strategic reach-back to enable the sustainment/ distribution networks.
- Execute joint reception, staging and onward movement operations.
- Establish initial theater-level sustainment operations.

An integrated process team worked with the United States Combined Arms Support Command to design an organization capable of performing all theater opening functions. A Theater Sustainment Command (TSC) will provide operational level command and control of sustainment operations and can serve as the Joint Force Commander's single point of contact to synchronize strategic, operational and tactical levels of support. Additionally, the TSC will have an integrated logistics communications architecture that will enable strategic reach-back capability from the theater to the strategic base in the Continental United States (CONUS), giving logisticians visibility of en route personnel and materiel.

In addition to this command and control capability, the TSC will have sustainment brigades with theater opening assets. This conceptual

brigade can move rapidly into an area of responsibility and immediately receive joint and coalition forces deploying into that area. It can provide life support, port clearance, force protection, communications, and initial distribution for forces arriving into theater. With this new capability in place, combat units will never have to spend valuable time and energy performing tasks that are not part of their core competencies. This capability will ensure that combat units can focus on the fight. In accordance with the Army's modular plan, the Army will convert several of its brigade level support units to Sustainment Brigades with Theater Opening capability. The conversion process began in February 2005 with the initiation of the Total Army Analysis or TAA (An Army process used to model a capability to determine feasibility before adding it to the force structure). The TAA will help determine how many of these unique brigades are needed in the Army force structure.

Theater opening capabilities will be leveraged early in the flow of forces as part of the Army Strategic Flotilla (ASF) initiative. ASFs are the current evolution of what was formerly known as Army Prepositioned Stocks-Afloat and more recently called Army Regional Flotillas (ARFs). ARFs were originally planned to be regionally focused and forward positioned, but as the flotilla concept matured, it was determined ARFs must also be globally employable. The reconfiguration process begins in late 2005 and will give the National Command Authority (NCA) more flexibility to move combat forces and the theater opening assets to "hot spots" around the world within days instead of weeks or months.

Summary

The Improve Force Reception initiative has identified the functions required to open a theater rapidly. It designed organizations to provide both the single operational level sustainment command and control (in the form of the Theater Sustainment Command), and the ability to execute the supporting tasks associated with theater opening (with the addition of the Sustainment Brigade (Theater Opening)). As the transformation process continues, lessons learned from actual operations are incorporated to ensure that new concepts and capabilities address future challenges. Improving Force Reception will allow joint force commanders to receive forces at a pace equal to our ability to project those forces. Theater opening capability will provide optimal support to the joint force, guaranteeing unity of effort to execute force reception/theater opening operations.

Integrate The Supply Chain

Army logistics transformation requires an integrated supply chain, but today's supply processes and systems are not integrated from end-to-end and are not as effective as they could be. To support the expeditionary force, Army logisticians, in partnership with the entire Department of Defense (DoD) team, are building an integrated system that is more responsive, predictive and efficient.

The Army's Integrate the Supply Chain initiative focuses on four core capabilities:

- Provide total asset visibility of Army requirements and resources across the joint sustainment system, from vendor to foxhole and all points between
- Develop integrated processes and a global information systems architecture
- Standardize and synchronize business practices to provide unity of effort across the DoD
- Establish a seamless linkage with a modern, integrated distribution system

Capability #1: Total Asset Visibility

The key to effectively integrating a modern supply chain is end-to-end visibility of all assets (supplies, weapon systems, and equipment) in storage, in transit, and in repair. This initiative improves capabilities in two areas: achieving near real-time, total asset visibility of supplies and equipment, and improving inventory accountability, replenishment processes, and out of stock position.

The use of active Radio Frequency Identification (RFID) tags has dramatically improved in-storage and in-transit visibility of supplies from the strategic base for unit equipment and from the garrison to the Soldier on the ground. Integration of RFID data into our supply systems, automatically queuing receipts for processing and delivery to customer, and encoding tags for retrograde shipments will speed delivery over "the last tactical mile."

Unit property accountability and visibility is as important as in-transit supply visibility. Our new property book system, Property Book Unit

System-Expanded (PBUS-E), replaces the Standard Property Book System Revised (SPBS-R) and provides very near real time Class VII (major end items) visibility to all levels of the Army and joint community through a state-of-the-art web-based accountability system. This system passes property accountability data to the corporate data-base every six minutes. Since the initiation of the Integrate the Supply Chain initiative, we have fielded PBUS-E to 80% of the total Army and will reach 100% by September 2005.

Capturing data alone is of no value if it cannot get into the overall supply system or to the user. To address the need to rapidly and reliably move logistics data we have fielded the Very Small Aperture Terminal (VSATs) to logistical units in or deploying to Operation Iraqi Freedom and Operation Enduring Freedom.

Capability # 2: Integrated Processes and Information Systems Architecture

In concert with DoD systems architecture development, Army logistics is leveraging commercial Enterprise Resource Planning (ERP) software and commercial processes. The Army's Single Army Logistics Enterprise (SALE) vision consists of a fully integrated knowledge environment that generates and sustains warfighting capability through an end-to-end logistics enterprise. This vision is based upon collaborative planning, knowledge management and best business practices. The SALE provides a synchronized ERP solution by delivering three integrated capabilities: (1) the Logistics Modernization Program (LMP); (2) Global Combat Support System - Army (GCSS-Army); and (3) Product Lifecycle Management Plus (PLM+). All three capabilities are built on the same software suite and provide flexible tools for planning and managing Army logistics.

Pending roll-out of the SALE, the Army continues to build on the benefits achieved through earlier implementation of Single Stock Fund (SSF), Velocity Management (VM) and the Integrated Logistics Management Program (ILAP) through collaborative reviews of metrics and stockage objectives and actions to improve performance. Our expert Authorized Stockage List review team has worked with deploying and deployed units to reduce zero balance rates with dues out from and average of 30% in August 2003 to an average of 9% in March of 2005.

Capability #3: Best Business Practices

The Army supply chain depends on broader joint and commercial environments both from an automation architecture perspective and from a process and policy perspective. Within that broader process and policy environment, there is a great deal of emphasis being placed on performance as a critical factor for decision making. Performance Based Agreements (PBA) and Performance Based Logistics (PBL) are two of the most significant constructs in this area. With Performance Based Agreements, we develop contracts with suppliers (to include other DoD agencies such as TRANSCOM and DLA) that establish thresholds of acceptable performance and the measures against which performance will be assessed. Performance Based Logistics (PBL) agreements are typically made with weapons systems or other equipment manufactures that establish life-cycle responsibilities for sustainment of that weapon system and/or its subsystems. These agreements may include contractor support for maintenance or responsibility for spare parts management, etc. In both cases (PBA and PBL) the goal is for the Army to establish measurable standards of performance expected, but let the contractor/ supporting agency determine the best business practices to deliver that support and meet the standard. There are weapons systems currently deployed in combat that have PBL support agreements.

Capability# 4: Seamless Linkage

Recent and past operations continue to reinforce the need for end-to-end management of the supply chain. The inability of Army systems to directly interface with and transmit requirements to DLA and commercial vendors creates delays in responding to Soldiers' requirements. Integrating the supply chain also includes initiatives to give our suppliers visibility of stock status so they can more effectively predict when demands will be placed on them as opposed to reacting once we already have a supply shortfall. Army and DLA partnerships with commercial vendors have produced new initiatives such as the Vendor Initiated Parts Resupply (VIPR) pilot program. Through this effort the Army has gained valuable knowledge on the most effective applications of alternative supply processes. The VIPR pilot demonstrated the value of government-vendor information sharing (e.g., point of sale, consumption, inventory, and forecast data) and collaboration for Supply Chain Optimization. Under the VIPR program vendors recommend resupply amounts and ship directly to wholesale, depot, or Supply Support Activity (SSA) locations. The VIPR pilot results indicate that information sharing and government-vendor collaboration must be built into emerging ERP systems. Similarly, the Army Direct Ordering (ADO) program, a partnering initiative between the Army and DLA, utilizes the commercial practice of customers ordering directly from the provider (DLA) through the World Wide Web. Soldiers participating in the pilot program ordered replacement clothing and Organizational Clothing and Individual Equipment (OCIE) items. Results from the ADO pilot will be leveraged as we work to transform support to the Soldier as a System.

Summary

The thrust of the Integrate the Supply Chain initiative is to design, in cooperation with other services, agencies and our corporate partners, an integrated supply process that effectively responds to the needs of every Soldier. This integrated supply environment must provide shared situational awareness and local and strategic responsiveness across the joint force. At its foundation is a continuous improvement process to incorporate and leverage best practices from the Department of Defense and industry. The Integrating the Supply Chain initiative is producing results to effectively support today's and tomorrow's warfighter.

Modernizing the Army's Tactical Wheeled Vehicle Fleet

Striking a balance between new procurement and cyclic refurbishment

Dedicated to supporting the joint and expeditionary force, Army logistics is creating solutions for today's and tomorrow's warfighter. Today's Tactical Wheeled Vehicles (TWV) will support the future combat system equipped brigade combat teams. To ensure the Army can support the future force, Army logistics is addressing three critical shortfalls with today's fleet. First, today's TWV fleet is aging beyond its useful life. Second, combat losses are reducing the size of the fleet while requirements for TWVs have increased. Finally, the capabilities of the current fleet will not allow effective support to an expeditionary Army.

Aging TWV Fleet

Today's TWV fleet averages about 30 years of age, while the average Army truck driver is 20 years old. Over 50% of the Army's existing TWV fleet is approaching, or has exceeded, its Economic Useful Life (EUL). As the TWV fleet ages, operational and sustainment costs continue to climb. Additionally, increased operational requirements accelerate the aging of the TWV fleet. Since the commencement of hostilities in Iraq, TWV usage rates have grown eight-fold. Today, approximately 2,000 trucks haul supplies daily over a very hazardous 876 mile supply route from Kuwait into Iraq. This accelerated aging of the fleet demands that Army logisticians move rapidly to establish a life-cycle program of refurbishment and procurement. To compensate, a TWV Assessment Integrated Process Team (IPT) was established to conduct data collection and integration, analysis, modeling, and assessment of the TWV fleet. This process provides insight into the health of the fleet based upon the environment, OPTEMPO, and ages of the fleet worldwide.

Increased Requirements

The expeditionary Army requires a distribution-based sustainment structure. This increases reliance on TWVs to deliver sustainment to the forward edge of the battlefield. Battle losses and damage caused by operations are reducing the on-hand inventory, and will continue to do

so for several more years. Additionally, the requirement for TWVs in the modular force has increased in order to make the future force more self-sufficient. The Army expects that it will require the addition of 40,000 trucks to its current 225,000 truck fleet to meet the requirements of the modular force.

Outdated Capability

Today's TWV fleet is losing the capability to effectively support the modern battlefield. Ground forces now operate on a non-contiguous, non-linear, rapidly reorganizing battlefield. Today's reliance on ground distribution, coupled with the characteristics above, place Army logisticians at high risk.

Commanders cannot effectively control distribution because they cannot communicate with their operators. Only minimum in-transit visibility is available. Additionally, drivers cannot communicate with each other, their home operating base, or their destination. These drivers have very little battlefield awareness while on a mission. Because neither the driver nor the commanders can see changes in the operating environment, both are unable to effectively react to changing logistical requirements. This lack of situational awareness compounds an already risky operating environment, creating more dangers for drivers.

- Today's TWV does not offer enough crew protection to our operators
- Today's TWV is too hard to maintain
- Today's TWV consumes too many resources

TWV Strategy

To ensure mission success, the Army requires a comprehensive fleet-wide TWV strategy to modernize the current fleet while transforming to a future truck system. As the research and development community continues long-term work on a future truck system, they are also developing several key near-term and mid-term capabilities. When inserted into today's TWV, these capabilities will improve theater distribution across the force. The Army has developed a TWV strategy that ensures viability of the entire fleet through 2030. This strategy strikes a balance between new procurement and cyclic refurbishment and leverages the spiral insertion of new capabilities as vehicles go through the refurbishment process.

Spiral technology investments focus on improving vehicle and crew connectivity, improving crew/operator protection, enhancing maintainability of the current fleet, and reducing operating costs by increasing fuel efficiency. The Army is using the TWV reset program to kick-start the long-term investment strategy for fleet modernization. Where possible, commercial, off-the-shelf vehicles will replace tactical vehicles used for home station and installation operations.

Key to our program success is an effective oversight process. This oversight includes the establishment of a Tactical Wheeled Vehicles Board of Directors (TWV BOD). The TWV BOD is a steering committee of key leaders that maintains oversight on the progress of transforming TWV strategy into reality and accomplishment of stated objectives. This body delivers integrated TWV recommendations to the Army for decisions.

Road Ahead

Much is left to be done to improve our TWV fleet. The recently developed TWV and trailer strategy is a major step forward and represents a balanced approach that mitigates risk with available funding. New procurements and the use of RECAP to modernize the fleet are the cornerstones of this strategy and facilitate technology insertion through the Enhanced Modernization Initiative Process. Spiral Technology Investments will:

- Improve vehicle and crew connectivity
- Improve crew/operator protection
- Enhance maintainability of the current fleet
- Reduce operating costs by increasing fuel efficiency

Enhanced Modernization Initiatives Process (EMIP) is a continuous process designed to improve the current and future TWV fleet by identifying and leveraging industry's investments in advanced technologies, and

allowing for insertion of these technologies as quickly as possible (goal within 6 months) into the TWV fleet of vehicles. The most effective way to leverage current and future research and development is through advanced concept technology demonstration efforts. The Army is exploring ways to insert new capabilities into today's fleets using a truck rodeo forum to provide open competition among vendors. Concurrently, the Army will use modeling and simulation to start the development of future truck systems prototypes for demonstration. Competitive comparison of prototype vehicles against enhanced current fleet vehicles will drive cost-effective production decisions for the Army's future.

Transformation requires the integrated efforts of industry, academia and the government. The most effective way to leverage current and future research and development is through advanced concept technology demonstration efforts. First, the Army will look at ways to insert new fleets using a truck rodeo forum to provide open competition among vendors. Concurrently, the Army will use a modeling and simulation process to start the development of future truck system prototypes for demonstration. Competitive comparison of prototype vehicles against enhanced current fleet vehicles will drive cost-effective production decisions for the Army's future.

TWV Accomplishments

Over the past two years, numerous actions have been completed to improve the TWV fleet to include:

Light Tactical Vehicles (LTV): Funded the procurement of 12,241 HMMWVs to fill modularity growth through fiscal year 2011, with the base program meeting the Army Acquisition Objective. The Army will fill shortfalls in current AC/RC force structure by fiscal year 2011, meet critical interchange requirements for Command, Control, Communications, Computers Intelligence Surveillance and Reconnaissance (C4ISR) systems in concert with Army Campaign Plan, and in support of the new Military Police Force Structure activations.

Medium Tactical Vehicles (MTV): Funded the procurement of 5,907 Family of Medium Tactical Vehicles (FMTVs) to fill unit shortfalls through fiscal year 2011 and divestiture of 25,000 M35 2½ ton and M800 series 5 ton trucks. This procurement also supports the activation of new Transportation (Medium) Truck Companies.

Heavy Tactical Vehicles (HTV): Funded an additional 3,559 Heavy Expanded Mobility Tactical Truck (HEMTT), Palletized Loading System (PLS) and Line Haul trucks through fiscal year 2011. This supports eight new Transportation Companies (POL & PLS) and the procurement of HEMTT LET for Forward Engineers.

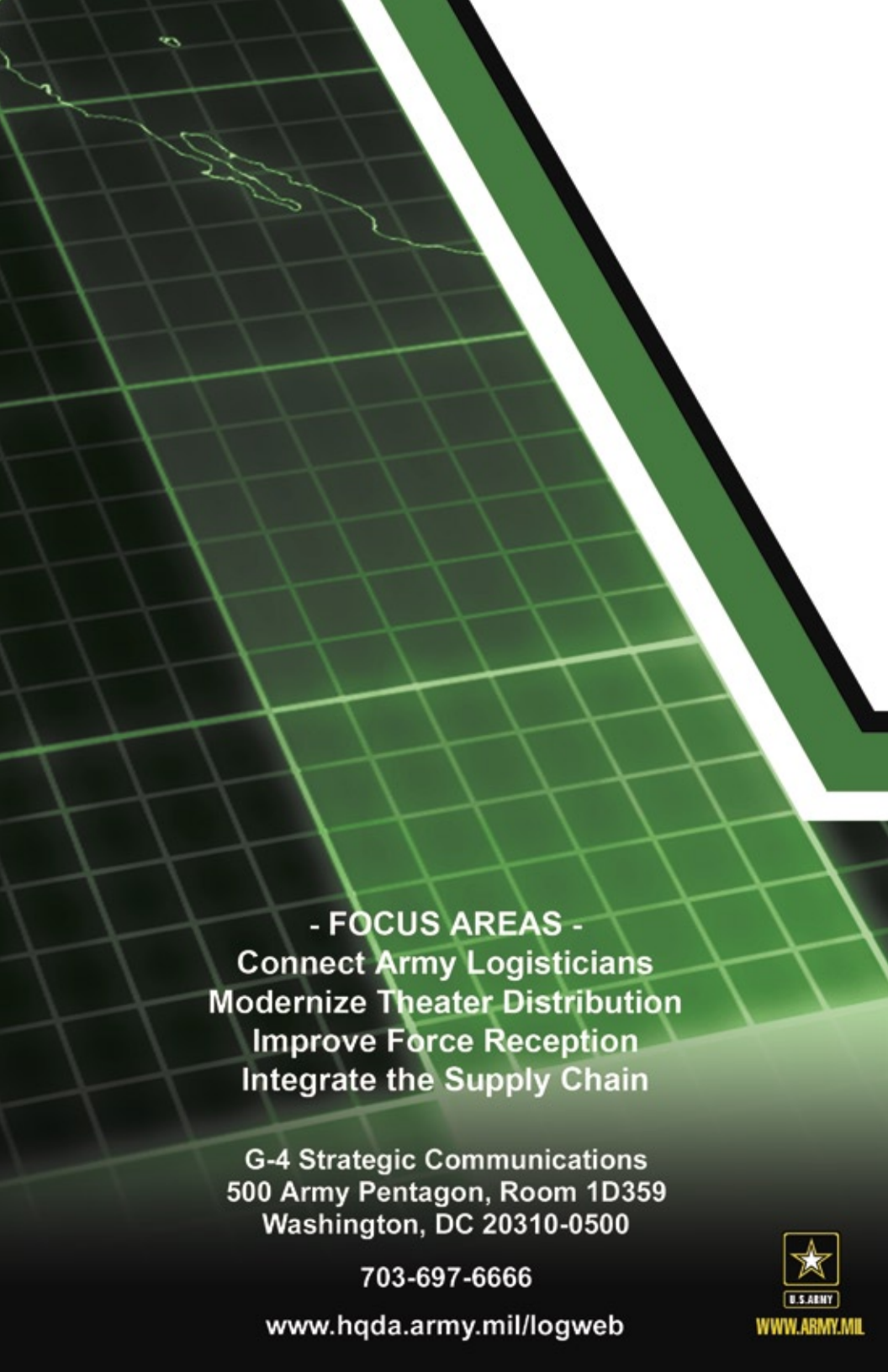
Trailers: The Trailer Strategy is being built into the TWV Strategy, with an objective to modernize our trailer fleet in synch with our TWVs.

Bottom Line

The Army continues to embrace change at a pace unlike any other in history. Army logisticians must stay linked to developing operational concepts and emerging combat systems capabilities. An effective distribution-based sustainment system and a modern, capable TWV fleet are crucial to the success of the Army's joint and expeditionary mission. The TWV modernization program is the key to ensuring today's fleet supports tomorrow's Army.

"We are committed to the creation of a fleet of tactical vehicles that improves over its life. As reliable, capable, and safe for the Soldier who drives it near the end of the fleet's life as it was for Soldiers who drove when the fleet was new."

LTG C. V. Christianson, Army G-4
Deputy Chief of Staff for Logistics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